MassHR
Delivering HR Services That Matter

ESC Service Charter Scorecard

12/29/2013-1/25/2014

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EMPLOYEE SERVICE CENTER

Executive Summary

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Customer Service

- Average wait time increased to 29 seconds, still within the defined SLA target of two minutes.
- Average time to complete a call decreased from 4:13 to 4:07 minutes.
- Email requests represented 7.46% of total volume, a decrease from 12.56% in December.
- Inquiries from CON, EOLWD, and EOEEA agencies continued to account for the most inquiries as a percentage of employees served.

Process & Organization

- Escalated Payroll Notifications were not invoked.

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Service Delivery Overview
December 29, 2013 – January 25, 2014

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Customer Interactions

Total # Agencies Served: 76

Total # Employees Served: 52,980

Total calls received: 6663

Total tickets opened: 4040

% of Employees served contacting ESC: **5.08**%*

Staffing

Area	Staffing as of 1/25/2014	Staffing as of 12/28/2013
Customer Service/Intake	6	6
Customer Service/Research	4	4
Processing & Outreach	13	13
Supervisor	3	3
Senior Staff	4	4
Total	30	30

Enabling Technologies

- **ePay / eProfile Live**

Activities – January

- **Friday 1/3/2014 – Weather Emergency, ESC Closed**
- **Tuesday 1/21/2014 – Weather Emergency, ESC closed at 3:00pm**

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Service Level Agreement
Service Measures and Targets

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The following service measures and targets are outlined in the ESC Service Level Agreement document. Data contained in this presentation includes both SLA and non-SLA measures.

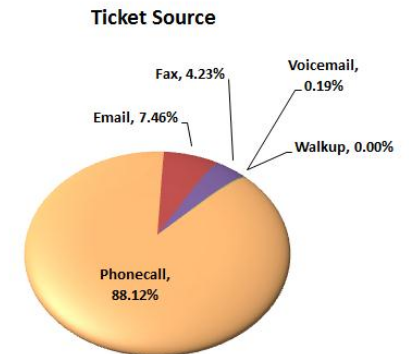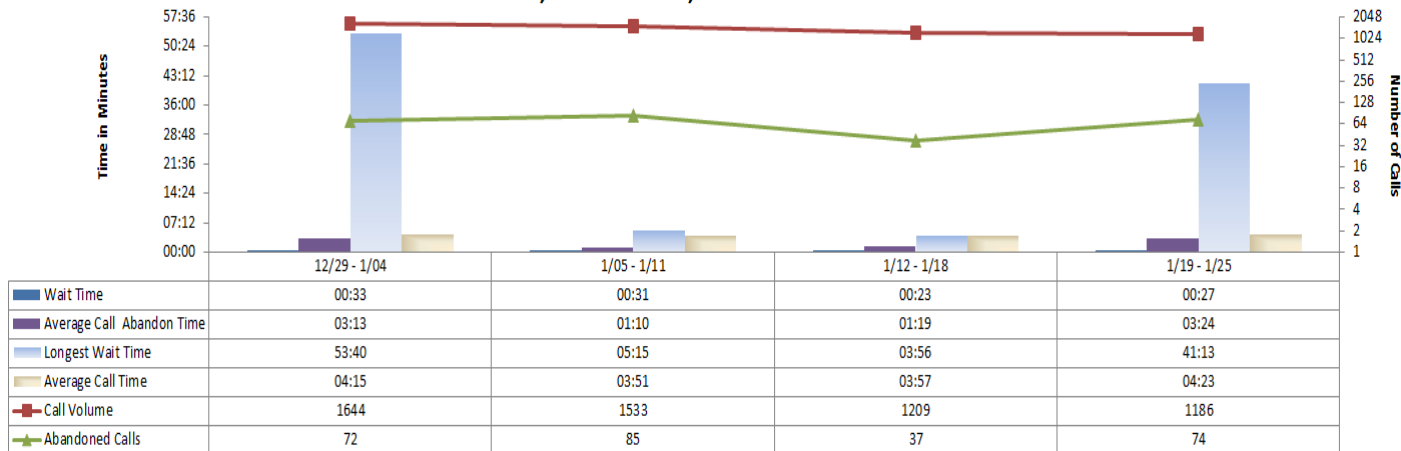| Metric	Target
Average wait time – all inquiries (Days operational)	Will not exceed 2 minutes 90% of the time
Average case resolution time – password resets and e-mail updates (Time owned by ESC)	98% within 1 day
Average case resolution time – inquiries and requests (Time owned by ESC)	75% within 1 day 90% within 3 days
Customer satisfaction (Based on automated survey upon ticket closure. A minimum of 20% must respond to survey in order for results to be accepted as a valid sample of customer satisfaction.)	80% of customers rated overall satisfaction good to excellent
Percent of notification runs executed to completion: • All: Reminder Report Time • Employees: Unreported time – 1st and 2nd notice • Approvers: Unapproved reported time – 1st and 2nd notice • Agency HR/Payroll: Over/Under scheduled hours and unapproved Payable Time notifications – 1st and 2nd notice • Failsafe outreach to Agency HR/Payroll and signatory authorities when applicable • Failsafe outreach to Comptroller and Chief HR Officer when applicable	95%
Secretariat ad hoc reports produced within established timeframes: • Simple*: 3 business days • Complex*: 7 business days	90%
SLA reports produced on time according to predefined schedule (see section 5.5)	90%
Percentage of approvers contacted with unresolved high exceptions requiring ESC intervention for resolution	98% 85% holiday/emergency leave weeks
Percentage of approvers contacted with unresolved low exceptions requiring ESC intervention for resolution	95% 80% holiday/emergency leave weeks

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Inbound Call Data

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SLA Metric	Target Level	Current Period (12/29/13 to 1/25/14)	Previous Period (12/01/13 to 12/28/13)	January 2013
Average wait time – all inquiries (Days operational)	Will not exceed 2 minutes 90% of the time	:29 seconds	:24 seconds	:23 seconds

Abandoned Calls

Calls Answered 95%

Abandoned Calls 5%

Total = 6663 calls

Wait Time, Call Volumes, & Abandonment Rates

	12/29 - 1/04	1/05 - 1/11	1/12 - 1/18	1/19 - 1/25
Wait Time	00:33	00:31	00:23	00:27
Average Call Abandon Time	03:13	01:10	01:19	03:24
Longest Wait Time	53:40	05:15	03:56	41:13
Average Call Time	04:15	03:51	03:57	04:23
Call Volume	1644	1533	1209	1186
Abandoned Calls	72	85	37	74

Ticket Source

Fax, 4.23%
Voicemail, 0.19%
Email, 7.46%
Walkup, 0.00%
Phonecall, 88.12%

Total = 4040 tickets

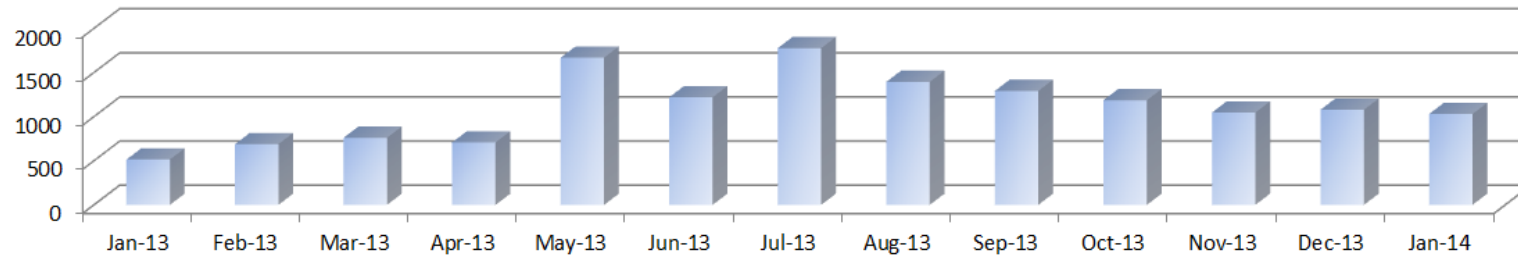**Source:** ESC COMiT & Avaya data from 12/29/13 – 1/25/14.
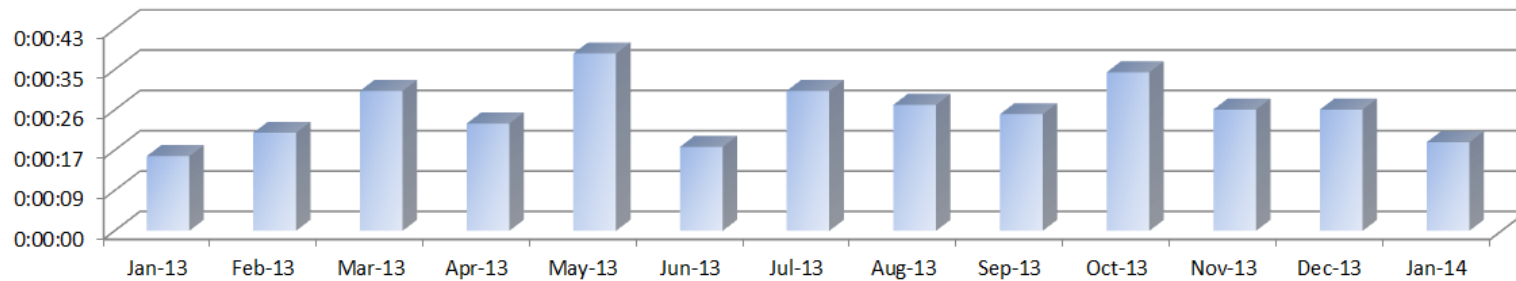*E-mail tickets do not account for additional outreach to correct invalid employee e-mail addresses.

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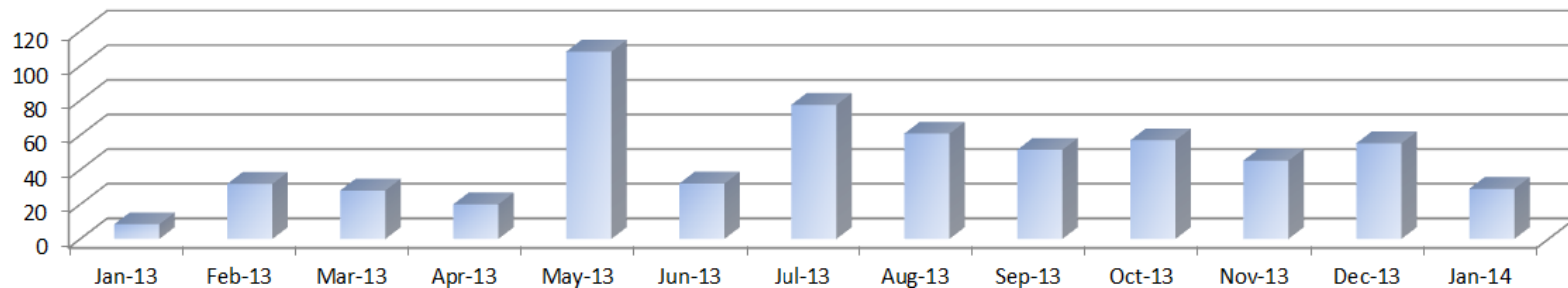
Inbound Call Data – 12 Month Lookback

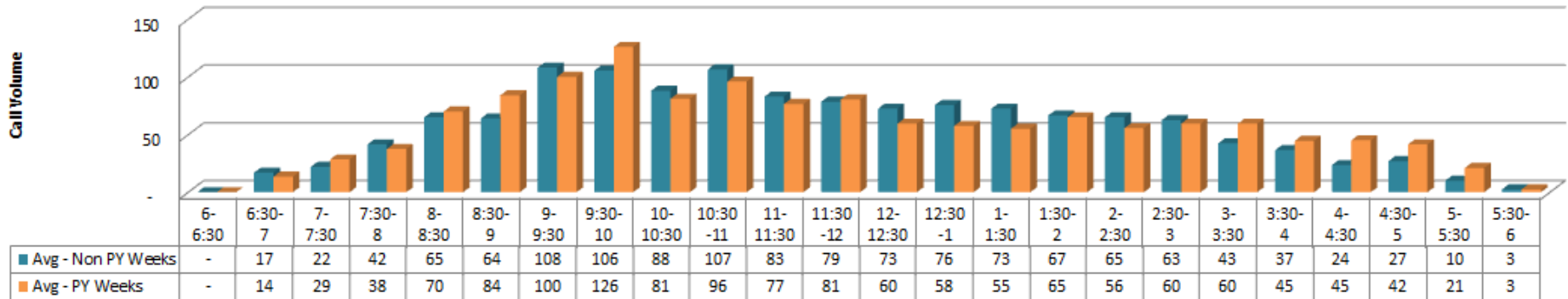**Average Call Volume**

Average Wait Time

Average Abandonment Rates

Timing of Inquiries

Call volumes continue to peak following weekly time submission deadlines and notifications. Peak call hours are from 8:30 am to 12:00 pm.
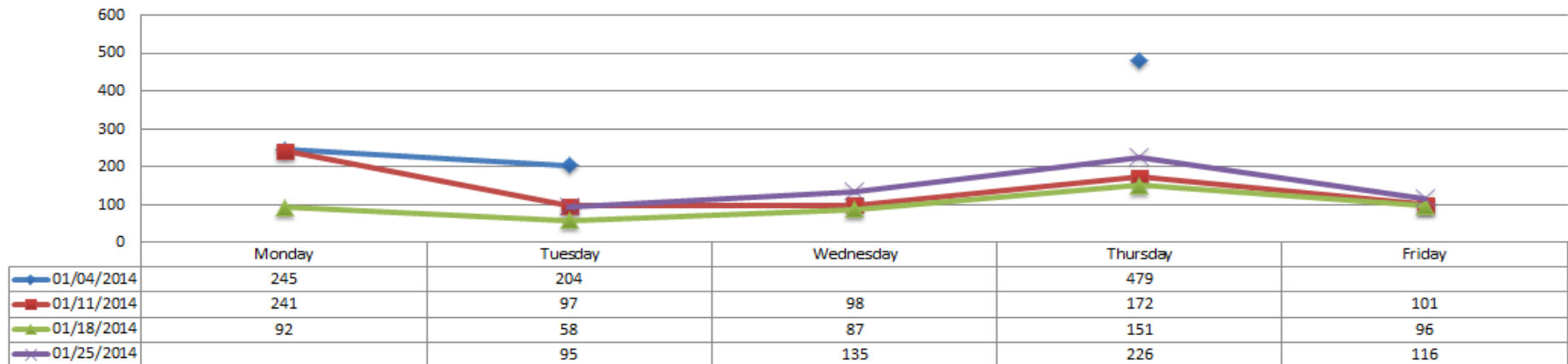
Average Daily Call Volume

	6-6:30	6:30-7	7-7:30	7:30-8	8-8:30	8:30-9	9-9:30	9:30-10	10-10:30	10:30-11	11-11:30	11:30-12	12-12:30	12:30-1	1-1:30	1:30-2	2-2:30	2:30-3	3-3:30	3:30-4	4-4:30	4:30-5	5-5:30	5:30-6
Avg - Non PY Weeks	-	17	22	42	65	64	108	106	88	107	83	79	73	76	73	67	65	63	43	37	24	27	10	3
Avg - PY Weeks	-	14	29	38	70	84	100	126	81	96	77	81	60	58	55	65	56	60	60	45	45	42	21	3

ESC Closed on 1/1, 1/3 and 1/20 due to Holidays and weather.

Thursday represents the highest volume due to impact of payroll cycle.

Number of Tickets Per Day

	Monday	Tuesday	Wednesday	Thursday	Friday
01/04/2014	245	204		479	
01/11/2014	241	97	98	172	101
01/18/2014	92	58	87	151	96
01/25/2014		95	135	226	116

Source: ESC COMiT & Avaya data from 12/29/13 – 1/25/14.

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Inbound Inquiries by Secretariat

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EOHHS agencies represent the largest volume of inquiries to the ESC. CON, EOEEA, EOLWD and EOHED represent the highest volume as a percent of employees served.
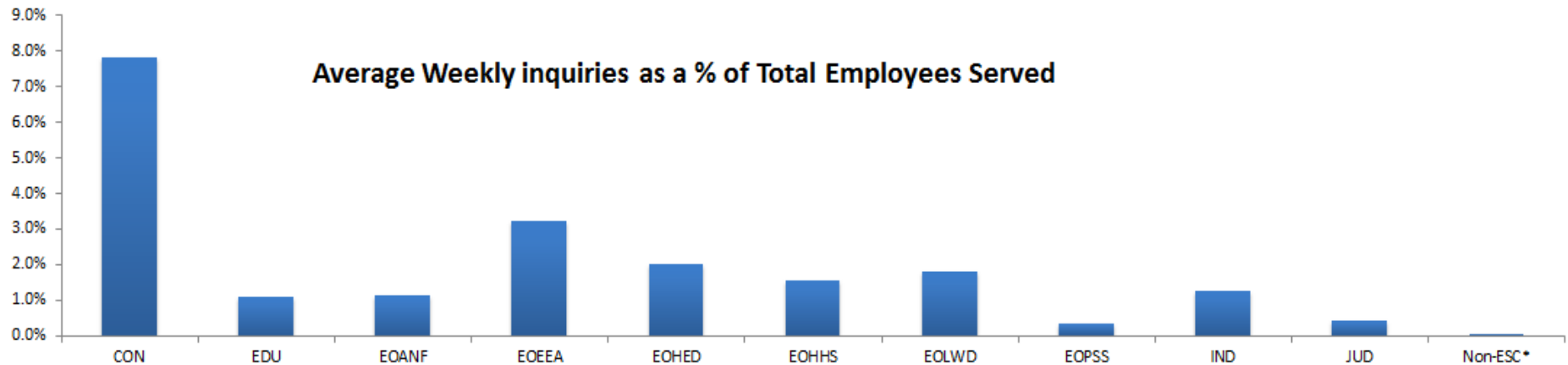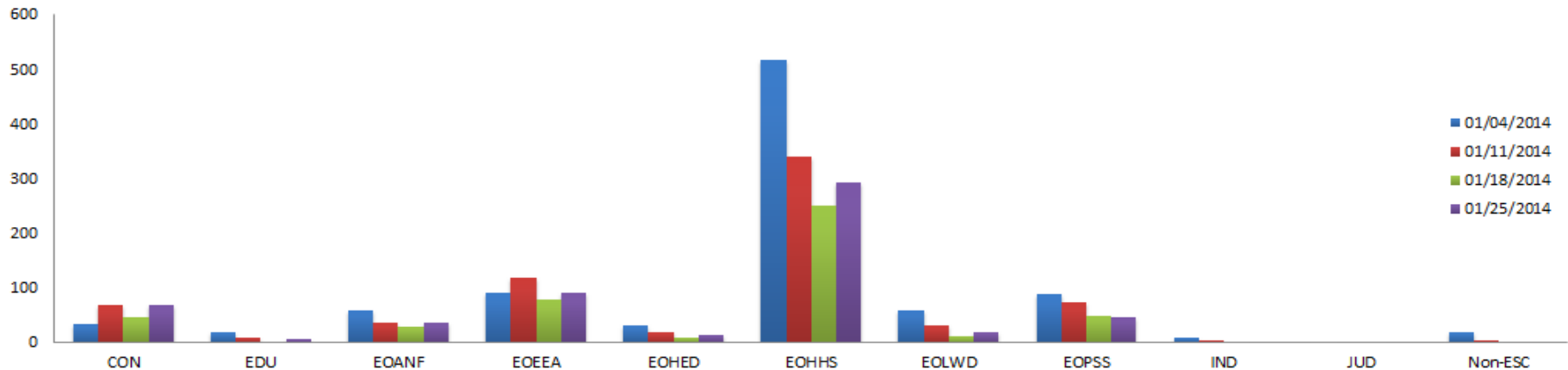
Legend:
- 01/04/2014
- 01/11/2014
- 01/18/2014
- 01/25/2014

Average Weekly inquiries as a % of Total Employees Served

Source: ESC COMiT data from 12/29/13 – 1/25/14. Average inquiries per employee is shown for comparison purposes and does not account for repeat contacts (i.e., one employee calling multiple times).
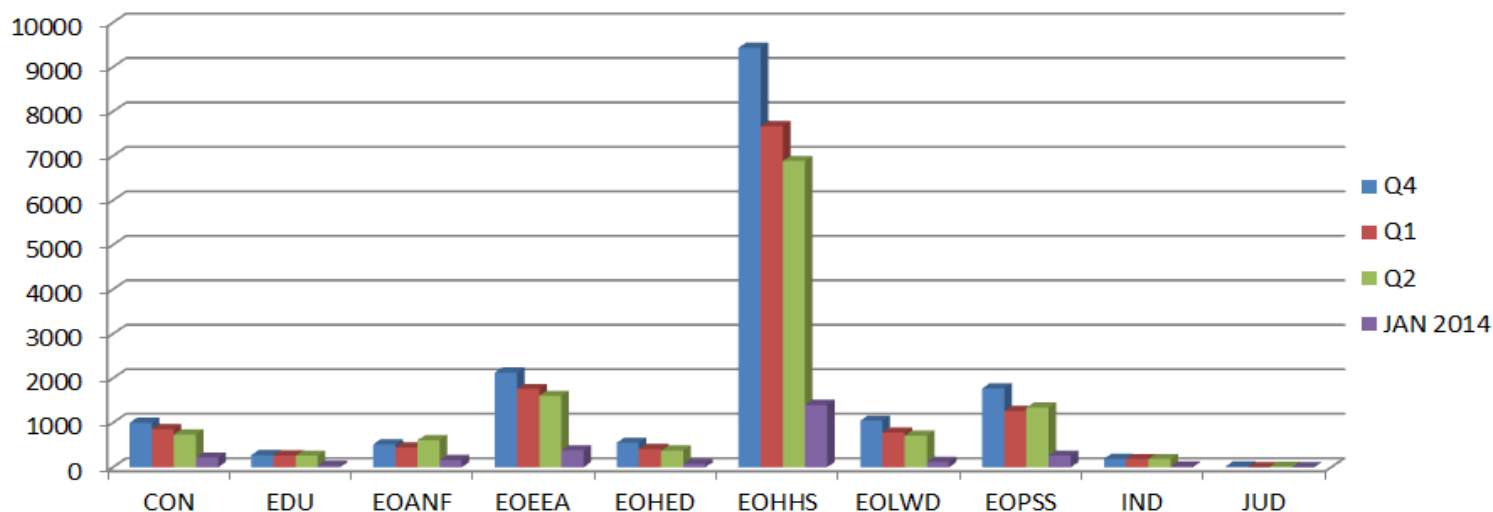*Non-ESC percentage factored from the total number of inquiries as there is no base population; Non-ESC represents SSTA and ePay/eProfile employees not supported by ESC.
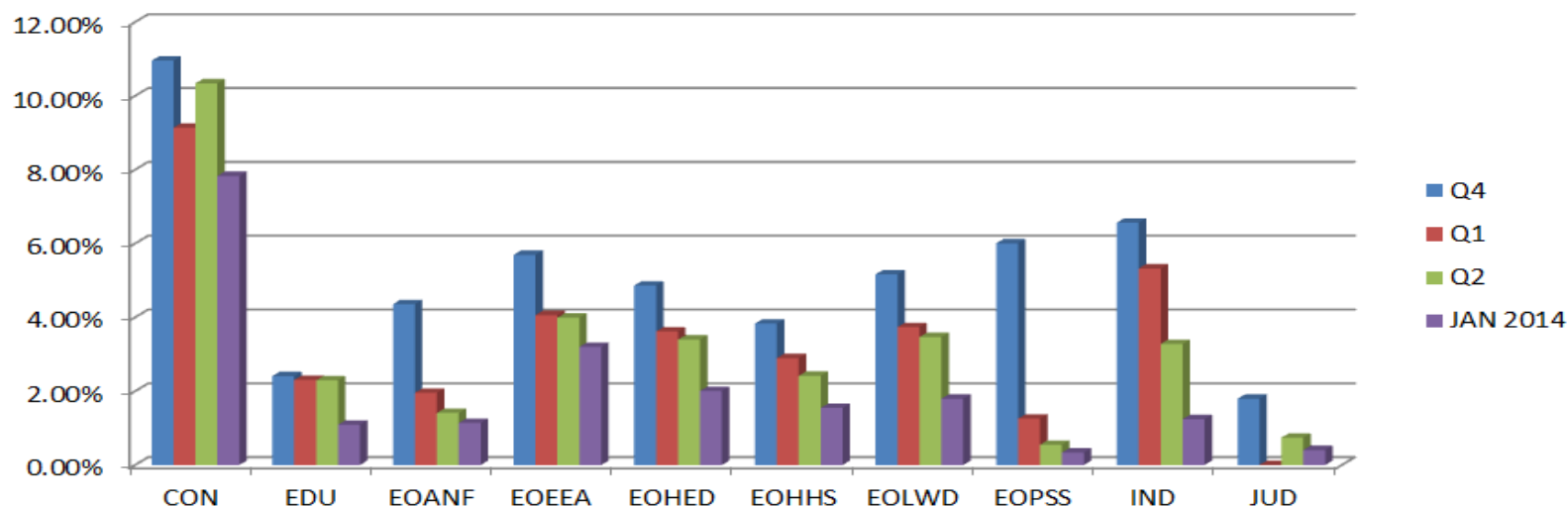
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Inbound Inquiries by Secretariat – Quarterly (Since Full Launch)

Total Inbound Inquiries

Legend: Q4, Q1, Q2, JAN 2014

Categories: CON, EDU, EOANF, EOEEA, EOHED, EOHHS, EOLWD, EOPSS, IND, JUD

Average Weekly Inquiries as a % of Employees Served

Legend: Q4, Q1, Q2, JAN 2014

Categories: CON, EDU, EOANF, EOEEA, EOHED, EOHHS, EOLWD, EOPSS, IND, JUD
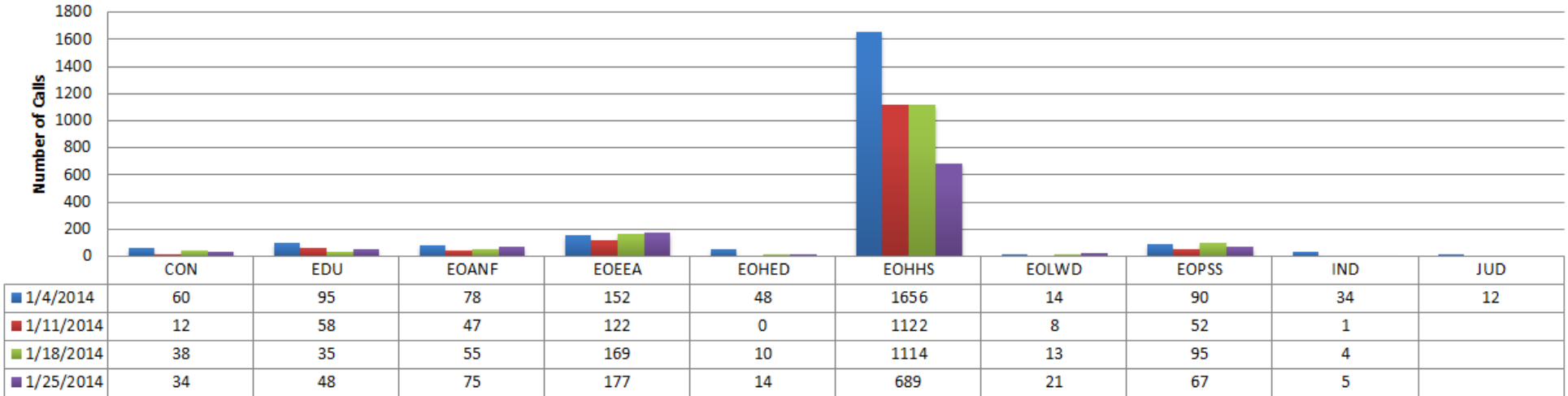
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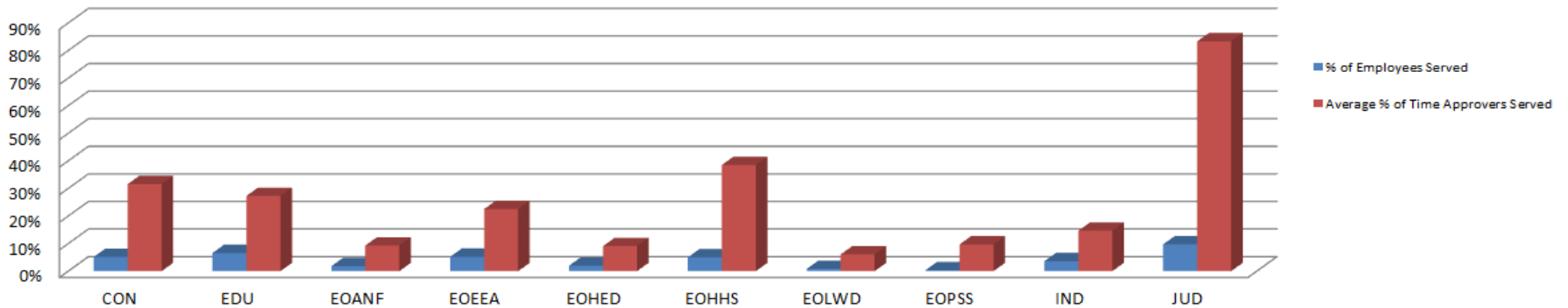
Outbound Exception Management Calls

Outbound calls are made on a weekly basis when employees and approvers miss the deadlines for time entry/time approval or when system generated exceptions appear on a timesheet.

EOHHS agencies represent the largest volume of outbound calls from the ESC.

Outbound Calls

	CON	EDU	EOANF	EOEEA	EOHED	EOHHS	EOLWD	EOPSS	IND	JUD
1/4/2014	60	95	78	152	48	1656	14	90	34	12
1/11/2014	12	58	47	122	0	1122	8	52	1	
1/18/2014	38	35	55	169	10	1114	13	95	4	
1/25/2014	34	48	75	177	14	689	21	67	5	

Average weekly calls as a % of Employees Served

Source: : ESC Exception Management System data from 12/29/13 – 1/25/14. Average inquiries per employee is shown for comparison purposes and does not account for repeat contacts (i.e., calling an employee multiple times).
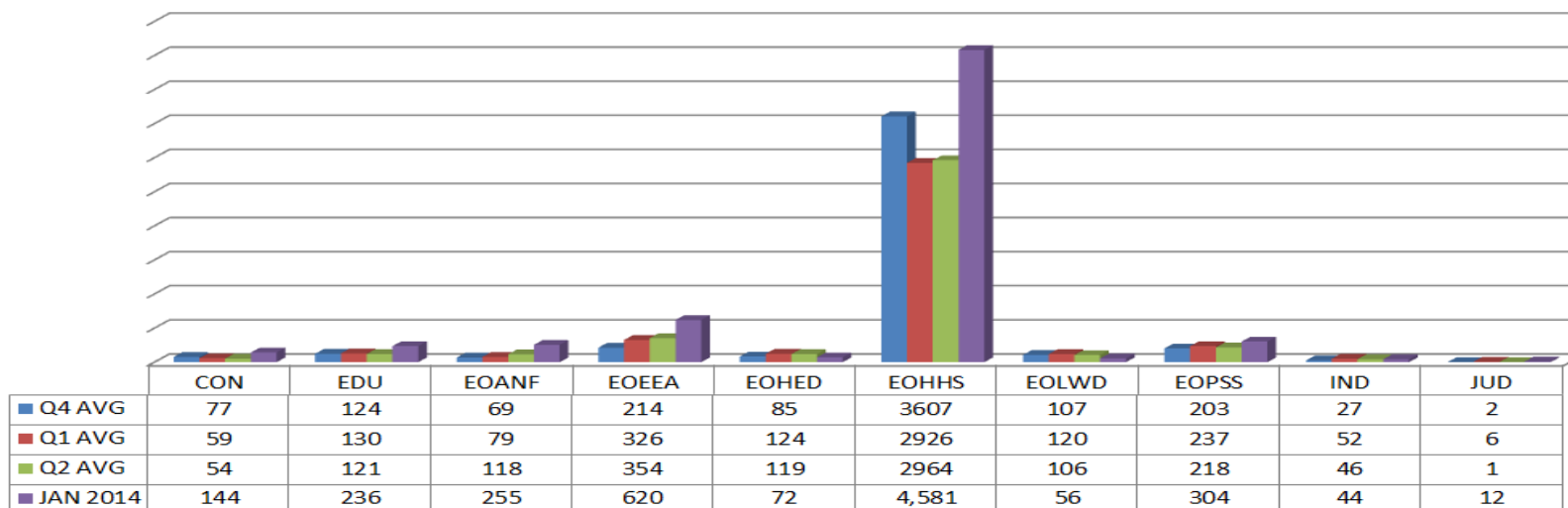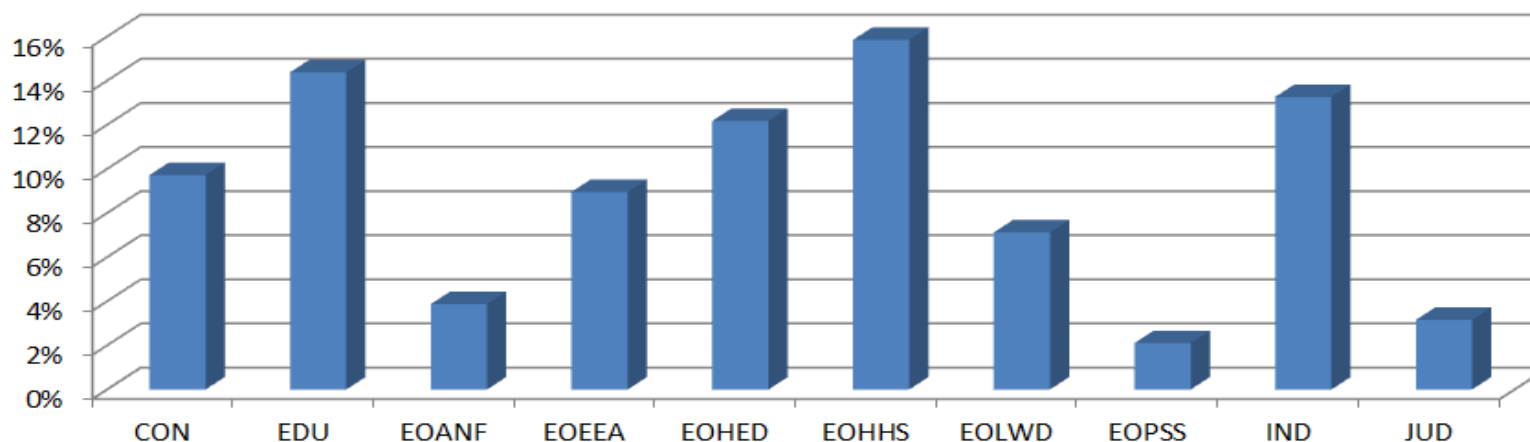
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Outbound Exception Management Calls – Monthly Lookback (Since Full Launch)

Outbound calls are made on a weekly basis when employees and approvers miss their deadlines for time entry/time approval or when system generated exceptions appear on a timesheet.
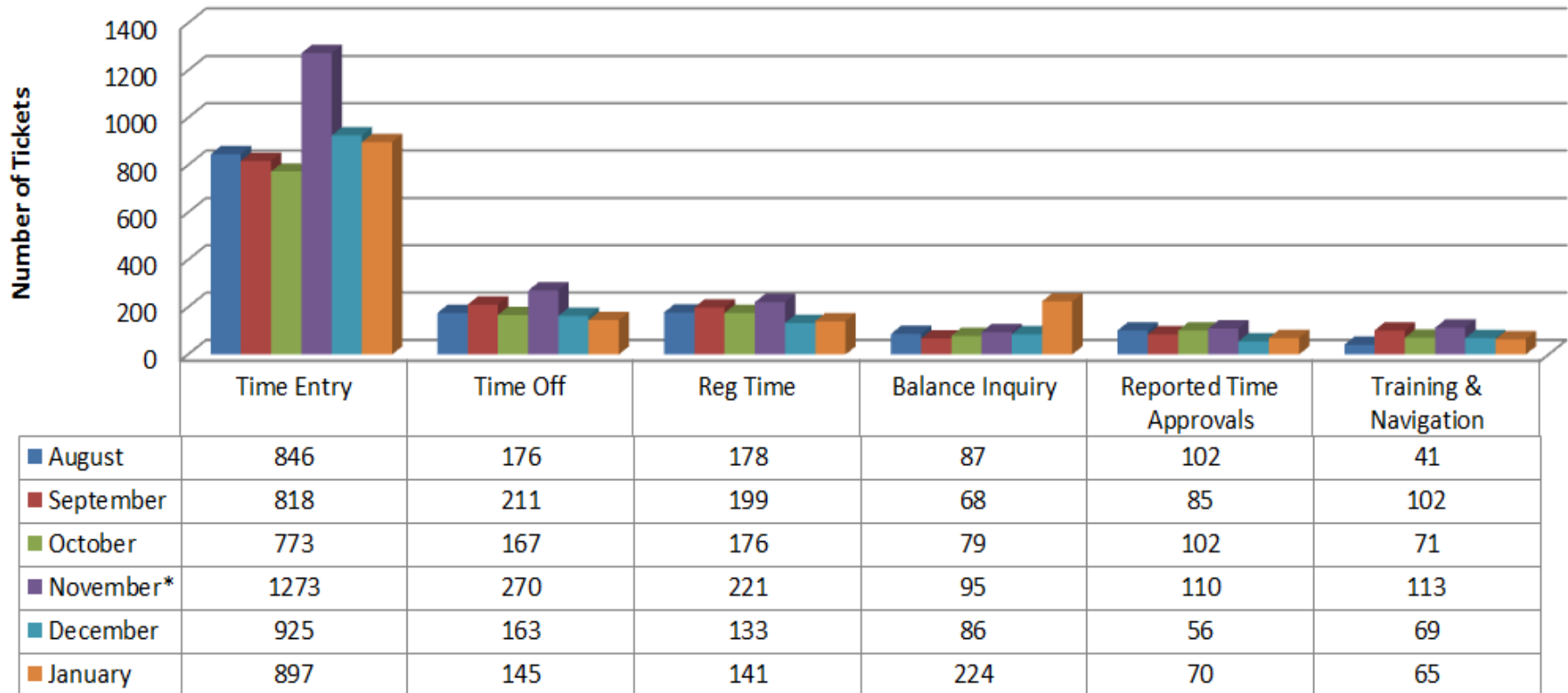
Outbound Calls

	CON	EDU	EOANF	EOEEA	EOHED	EOHHS	EOLWD	EOPSS	IND	JUD
Q4 AVG	77	124	69	214	85	3607	107	203	27	2
Q1 AVG	59	130	79	326	124	2926	120	237	52	6
Q2 AVG	54	121	118	354	119	2964	106	218	46	1
JAN 2014	144	236	255	620	72	4,581	56	304	44	12

Average Monthly Calls as a % of Employees Served

Type of Inquiries Received –
Six Month Lookback

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Top Inquiry Classifications - Six Month Lookback (Excluding Password Resets)

	Time Entry	Time Off	Reg Time	Balance Inquiry	Reported Time Approvals	Training & Navigation
■ August	846	176	178	87	102	41
■ September	818	211	199	68	85	102
■ October	773	167	176	79	102	71
■ November*	1273	270	221	95	110	113
■ December	925	163	133	86	56	69
■ January	897	145	141	224	70	65

November 2013 represents 6 weeks

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Case Resolution Time

| SLA Metric	Target	Current Period (12/29/13-1/25/14)	Previous Period (12/1/13-12/28/13)	Previous Period (10/20/13-11/30/13)
Average case resolution time – password resets and e-mail updates (Time owned by ESC)	98% within 1 day	100%	100%	99.8%
Average case resolution time – inquiries and requests (Time owned by ESC)	75% within 1 day 90% within 3 days	1 Day – 96.7% 3 Days –92%	1 Day – 98.2% 3 Days –94%	1 Day – 96.6% 3 Days –95.9%

Source: ESC COMiT data from 12/29/13 – 1/25/14

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Customer Satisfaction Survey Results

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SLA Metric	Target	Current Period (10/20/13 – 11/30/13)	Previous Period (10/20/13 – 11/30/13)	Previous Period (10/20/13 – 10/30/13)
Customer satisfaction (Based on automated survey upon ticket closure.)	80% of customers rate overall satisfaction good to excellent	98% rated good to excellent (2.2 % response rate)	97% rated good to excellent (1.9 % response rate)	98% rated good to excellent (2.2% response rate)

How would you rate the quality of service you received from the Employee Service Center?

- Very good 11%
- Good 3%
- Fair 0%
- Poor 2%
- Excellent 84%
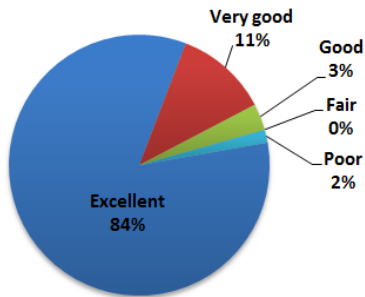
How likely would you be to recommend the Employee Service Center to a colleague?

- Would not recommend 0%
- Unlikely to recommend 2%
- Likely to recommend 5%
- Very likely to recommend 93%
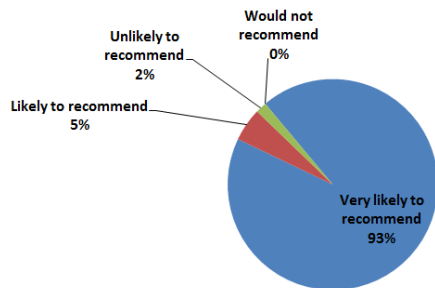
Sample Comments:

"I think its fine the way it is."

"No change....quick response to my question."

"I found the Reps very helpful and courteous. They resolved my questions promptly. Very impressed with the service I received."

"Very helpful service for newbie time-approvers like me!"

"The service rep was very pleasant to deal with."

Source: ESC Customer Satisfaction Survey; survey link is provided on ticket closure notice and is voluntary. Survey results shown were collected between 12/29/13 – 1/25/14.

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SLA Targets vs. Actual Performance

Metric	Target	Current Period Performance 12/9/13 – 1/25/14	Previous Period Performance 12/1/13 – 12/28/13	Trend
Average wait time – all inquiries (Days operational)	Will not exceed 3 minutes 90% of the time; Will not exceed 2 minutes 50% of the time	29 seconds	24 seconds	⬇
Average case resolution time – password resets and e-mail updates (Time owned by ESC)	98% within 1 day	100%	100%	▭
Average case resolution time – inquiries and requests (Time owned by ESC)	75% within 1 day 90% within 3 days	96.7% within 1 Day and 92% within 3 Days	98.2% within 1 Day and 94% within 3 Days	⬇
Customer satisfaction (Based on automated survey upon ticket closure. A minimum of 20% must respond to survey in order for results to be accepted as a valid sample of customer satisfaction.)	75% of customers rate overall satisfaction good to excellent	98% rated good to excellent (2.2% responded)	97% rated good to excellent (1.9% responded)	⬆
Percent of notification runs executed to completion: • All: Reminder Report Time • Employees: Unreported time - 1st & 2nd notice • Approvers: Unapproved reported time - 1st & 2nd notice • Agency HR/Payroll: Over/Under scheduled hours and unapproved Payable Time notifications -1st & 2nd notice • Failsafe outreach to Agy. HR/PY and signatories • Failsafe outreach to CTR and CHRO	95%	100%	100%	▭
Secretariat ad hoc reports produced within established timeframes: • Simple*: 3 business days • Complex*: 7 business days	90%	100%	100%	▭
SLA reports produced on time according to predefined schedule (see section 5.5)	Y/N	N	N	▭

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Review Schedule
Service Charter Scorecard

Service Month*		Report Available
Start Date	End Date	Report Available
6/30/2013	7/27/2013	08/21/2013
7/28/2013	8/24/2013	09/18/2013
8/25/2013	9/21/2013	10/16/2013
9/22/2013	10/19/13	11/13/2013
10/20/2013	11/30/2013	12/18/2013
12/01/2013	12/28/2013	01/22/2014
12/29/2013	1/25/2014	02/19/2014
1/26/2014	2/22/2014	03/19/2014
2/23/2014	3/22/2014	04/16/2014
3/23/2014	4/19/2014	05/14/2014
4/20/2014	5/31/2014	06/18/2014
6/1/2014	6/28/2014	07/23/2014

*Note: "Service Month" reporting periods are split by the closest pay period start and end dates to the beginning and end of the calendar month.

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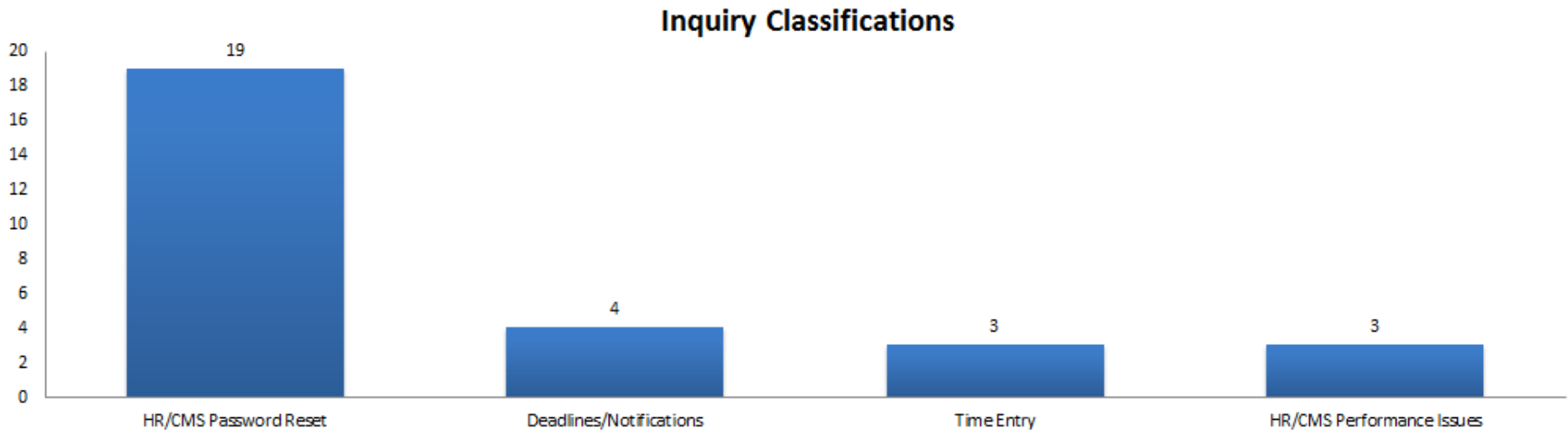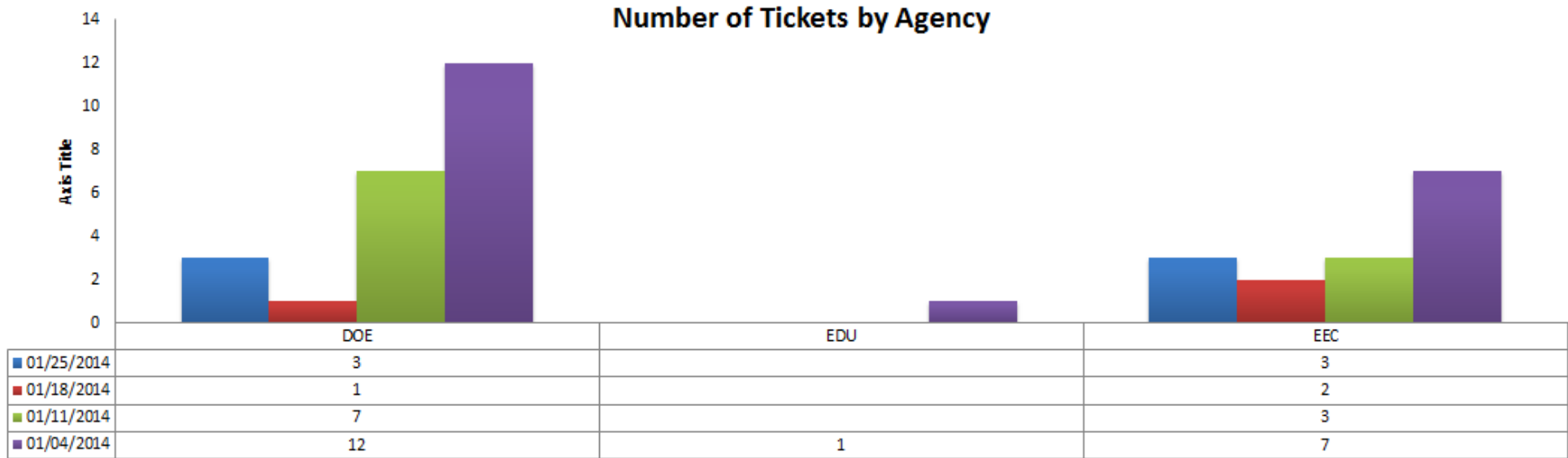
Appendix: Agencies Served

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Agencies Served	Employees	Agenceis Served	Employees	Agencies Served	Employees
ADD-Developmental Disabilities Council	18	DOS-Division Of Standards	18	MCB-Mass Commission For The Blind	167
AGR-Department Of Agricultural Resources	105	DPH-Department Of Public Health	3122	MCD-Commission For The Deaf And Hard of Hearing	51
ALA-Administrative Law Appeals Division	33	DPS-Department Of Public Safety	171	MGC - Massachusetts Gaming Commission	43
ANF-Eo Administration & Finance	334	DPU-Department Of Public Utilities	143	MIL-Massachusetts National Guard	9773
APC-Appeals Court	123	DSS-Department Of Children And Families	3214	MMP-Massachusetts Marketing Partnership	23
ART-Mass Cultural Council	29	DYS-Department Of Youth Services	870	MRC-Mass Rehabilitation Commission	925
ATB-Appellate Tax Board	19	EDU-Executive Office Of Education	80	OCD-Dept Of Housing And Community	299
BSB-Bureau Of State Buildings	13	EEC-Department Of Early Education	205	OHA-Massachusetts Office On Disability	13
CDA-Massachusetts Emergency Management Agency	101	EED-Executive Office Of Housing & Economic Development	50	ORI-Office For Refugees And Immigrants	20
CHE-Soldiers' Home In Massachusetts	371	EHS - Executive Office of Health and Human Services	1575	OSC-Office Of The Comptroller	136
CHS-Department of Criminal Justice Information Systems	47	ELD-Department Of Elder Affairs	59	OSD-Division Of Operational Services	106
CJT-Criminal Justice Training Council	0	ENE-Department Of Energy Resources	59	PAR-Parole Board	203
CME-Chief Medical Examiner	73	ENV-Executive Office Of Energy and Environmental Affairs	293	POL-State Police	2646
CSC-Civil Service Commission	7	EOL-Executive Office Of Workforce Development	1658	REG-Division Of Professional Licensure	123
CSW-Commission On Status Of Women	1	EPS-Executive Office Of Public Safety and Security	190	RGT-Department Of Higher Education	76
DCP-Capital Asset Management And Maintenance	384	EQE-Department Of Environmental Protection	820	SCA-Office Of Consumer Affairs And Business Regulations	36
DCR-Department Conservation And Recreation	1080	FWE-Department Of Fish And Game	314	SDA-Sheriffs Department Association	4
DFS-Department Of Fire Services	590	GIC-Group Insurance Commission	56	SEA-Department Of Business And Technology	20
DMH - Department of Mental Health	3482	HCF-Health Care Finance & Policy	132	SOR-Sex Offender Registry	46
DMR -Department of Developmental Services	6864	HLY-Soldiers' Home In Holyoke	375	SRB-State Reclamation Board	147
DOB-Division Of Banks	169	HPC - Health Policy Commission	0	TAC-Department Of Telecommunications	26
DOC - Department of Corrections	5392	HRD-Human Resources Division	147	TRB-Teachers Retirement Board	97
DOE-Department Of Elementary & Secondary Education	532	ITD-Information Techology Division	350	TRE-Office Of The State Treasurer	229
DOI-Division Of Insurance	134	LIB-George Fingold Library	12	VET-Department Of Veterans Service	79
DOR-Department of Revenue	1915	LOT-Lottery And Gaming Commission	407	VWA-Victim And Witness Assistance	17
				WEL-Department Of Transitional Assistance	1539
				Grand Total:	**52980**

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Appendix: Inquiries by Agency

- Note: No inquiries were received for this service month from:

  - **CSC**
  - **- CSW**
  - **- OHA**
  - **- RGT**
  - **- TAC**
  - **- VWA**

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Education Secretariat Agencies

Number of Tickets by Agency

	DOE	EDU	EEC
■ 01/25/2014	3		3
■ 01/18/2014	1		2
■ 01/11/2014	7		3
■ 01/04/2014	12	1	7

Inquiry Classifications

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EOANF Secretariat Agencies

Number of Tickets by Agency

	ADD	ANF	DCP	DOR	GIC	HPC	HRD	ITD	OSD	TRB
01/25/2014		4	18	6	2		1	1	2	2
01/18/2014	3	1	16	4			1		3	1
01/11/2014	1	2	21	2	2	1	2		6	
01/04/2014	1		28	10	3	2	4	3	3	4

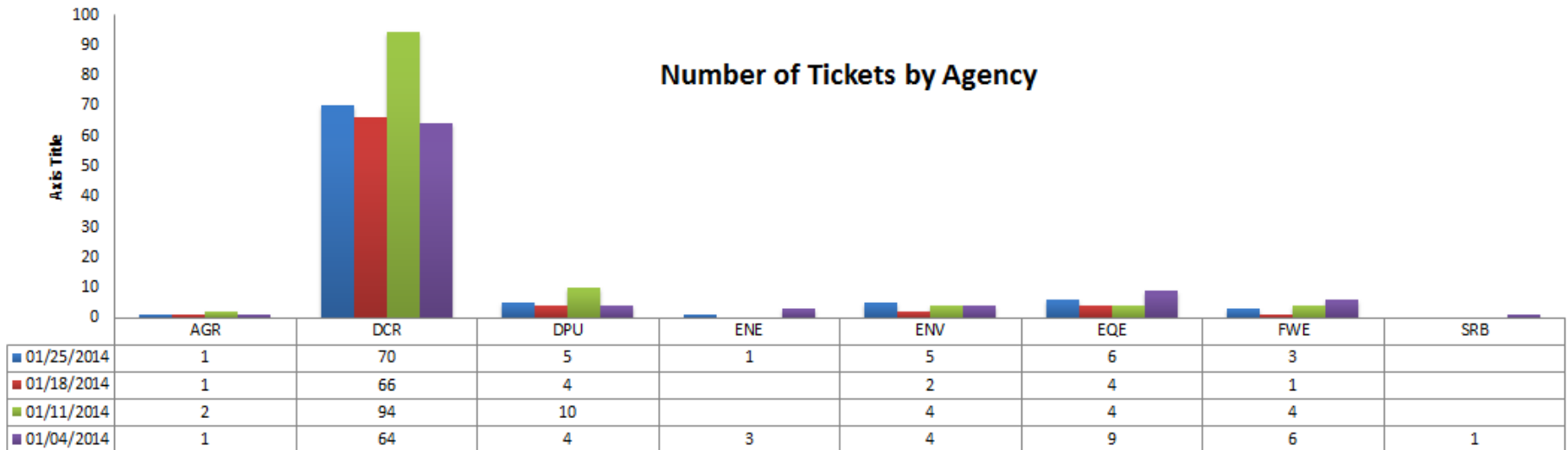**Two tickets were forwarded to Agency HR/Payroll during the period of 12/29/13 – 1/25/14**

Inquiry Classifications

Time Entry	HR/CMS Password Reset	Reg Time	Training & Navigation
64	27	15	9

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EOEEA Secretariat Agencies

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Number of Tickets by Agency

	AGR	DCR	DPU	ENE	ENV	EQE	FWE	SRB
01/25/2014	1	70	5	1	5	6	3	
01/18/2014	1	66	4		2	4	1	
01/11/2014	2	94	10		4	4	4	
01/04/2014	1	64	4	3	4	9	6	1

13 tickets were forwarded to Agency HR/Payroll during the period of 12/29/13 – 1/25/14

Inquiry Classifications

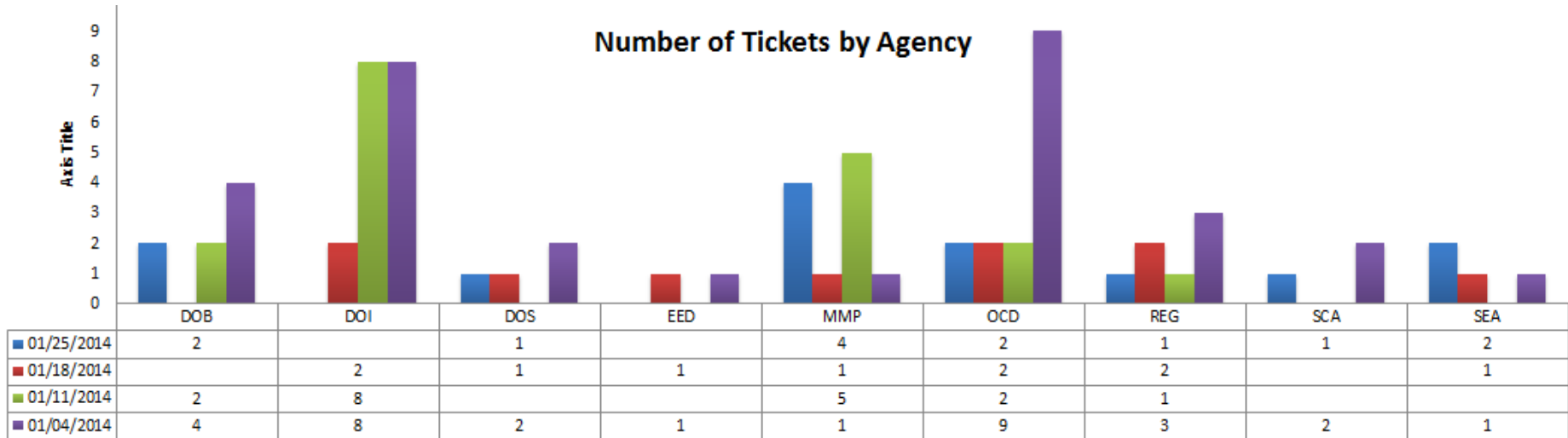| Time Entry	HR/CMS Password Reset	Balance Inquiry	Time Off
193	29	25	24

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EOHED Secretariat Agencies

Number of Tickets by Agency

	DOB	DOI	DOS	EED	MMP	OCD	REG	SCA	SEA
▪ 01/25/2014	2		1		4	2	1	1	2
▪ 01/18/2014		2	1	1	1	2	2		1
▪ 01/11/2014	2	8			5	2	1		
▪ 01/04/2014	4	8	2	1	1	9	3	2	1

One ticket was forwarded to Agency HR/Payroll during the period of 12/29/13 – 1/25/14

Inquiry Classifications

Time Entry: 19
HR/CMS Password Reset: 16
Time Off: 9
Reg Time: 7

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EOHHS Secretariat Agencies

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Number of Tickets by Agency

	CHE	DMH	DMR	DPH	DSS	DYS	EHS	ELD	HLY	HPC	MCB	MCD	MRC	VET	WEL	ORI
01/04/2014	6	108	64	87	84	18	50	2	9		19	2	21	2	45	
01/11/2014	2	71	47	59	45	17	22		5		17	2	24	3	28	
01/18/2014	4	59	32	49	31	17	14	1	6		8	1	7	1	22	
01/25/2014	8	61	37	53	33	16	19		9	1	15		12		26	3

73 tickets were forwarded to Agency HR/Payroll during the period of 12/29/13 – 1/25/14

Inquiry Classifications

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EOLWD Secretariat Agencies

Number of Tickets by Agency

	EOL
01/04/2014	58
01/11/2014	31
01/18/2014	12
01/25/2014	18

Four tickets were forwarded to Agency HR/Payroll during the period of 12/29/13 – 1/25/14

Inquiry Classifications

HR/CMS Password Reset	Time Entry	Balance Inquiry	Overtime
36	26	17	5

EOPSS Secretariat Agencies

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Number of Tickets by Agency

	CDA	CHS	CJT	CME	DFS	DOC	DPS	EPS	MIL	PAR	POL	SOR
01/04/2014		5	1	1	8	19	2	8	26	3	12	5
01/11/2014	6			3	5	7	1	7	35	3	3	4
01/18/2014	1			1		8		2	29	1	7	
01/25/2014	1			1		9		3	25	2	4	2

5 tickets were forwarded to Agency HR/Payroll during the period of 12/29/13 – 1/25/14

Inquiry Classifications

Classification	Count
Time Entry	107
HR/CMS Password Reset	46
Reg Time	17
Training & Navigation	11
Direct Deposit	11
Balance Inquiry	11
Employee Information	11

The Commonwealth of Massachusetts

APC Tickets and Classification

Number of Tickets by Agency

	APC
■ 01/04/2014	1
■ 01/18/2014	1

The ESC did not receive any requests for week endings 1/11/2014, 1/25/2014

Inquiry Classifications

Reports To — 1

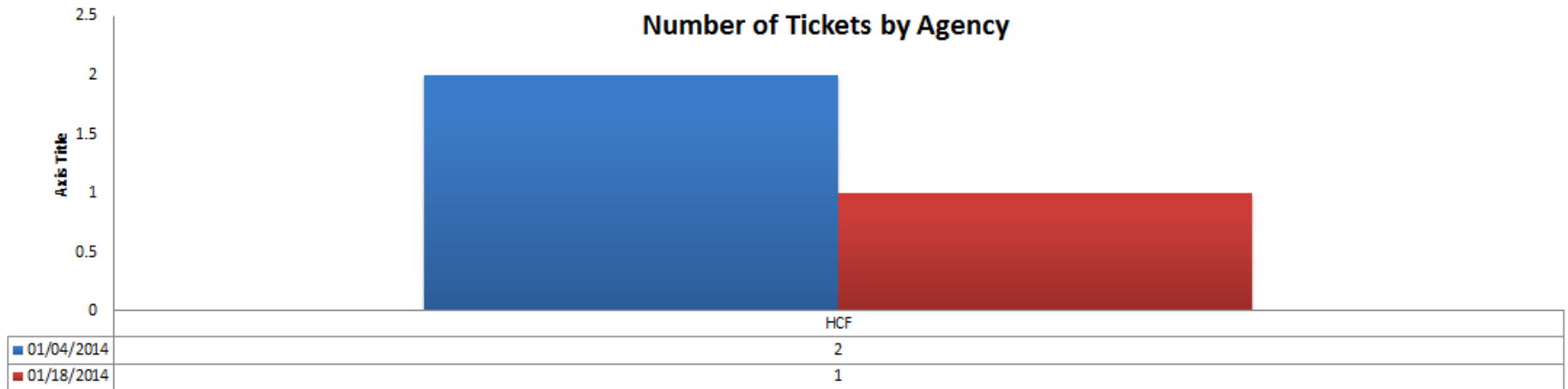HR/CMS Password Reset — 1

The Commonwealth of Massachusetts
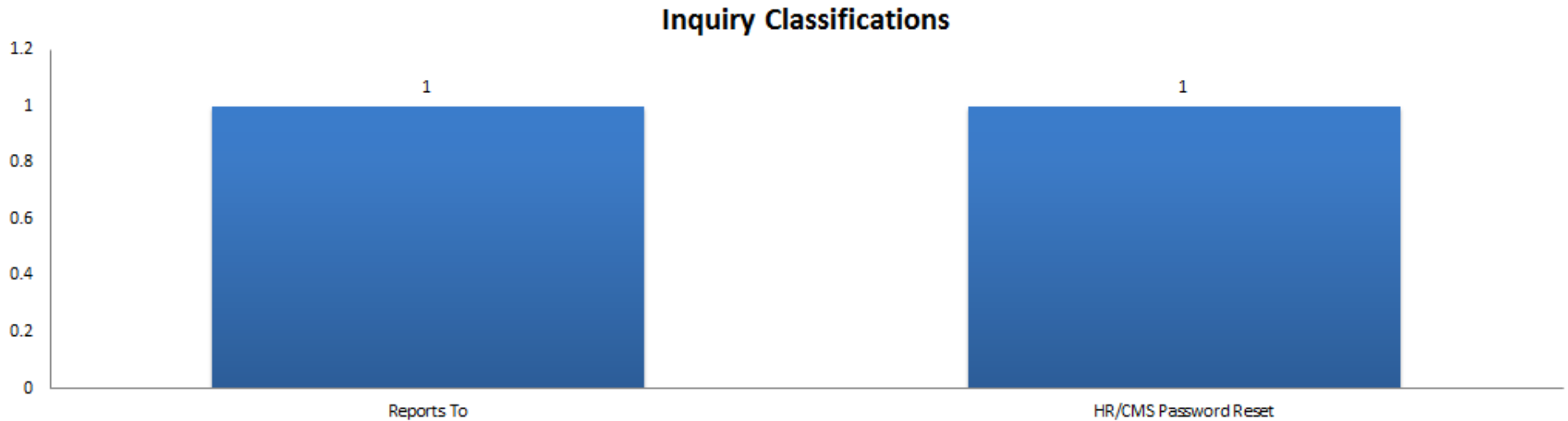
ART Tickets and Classification
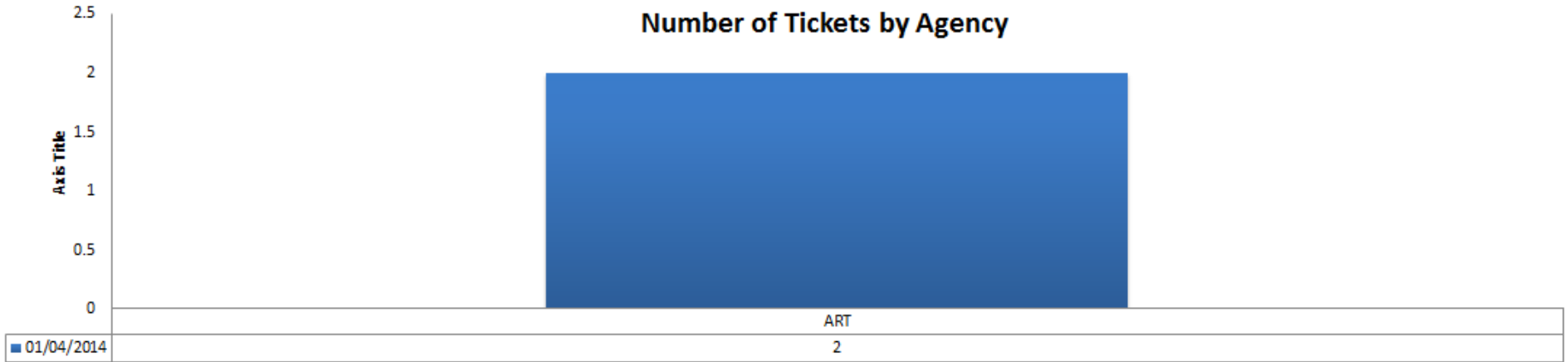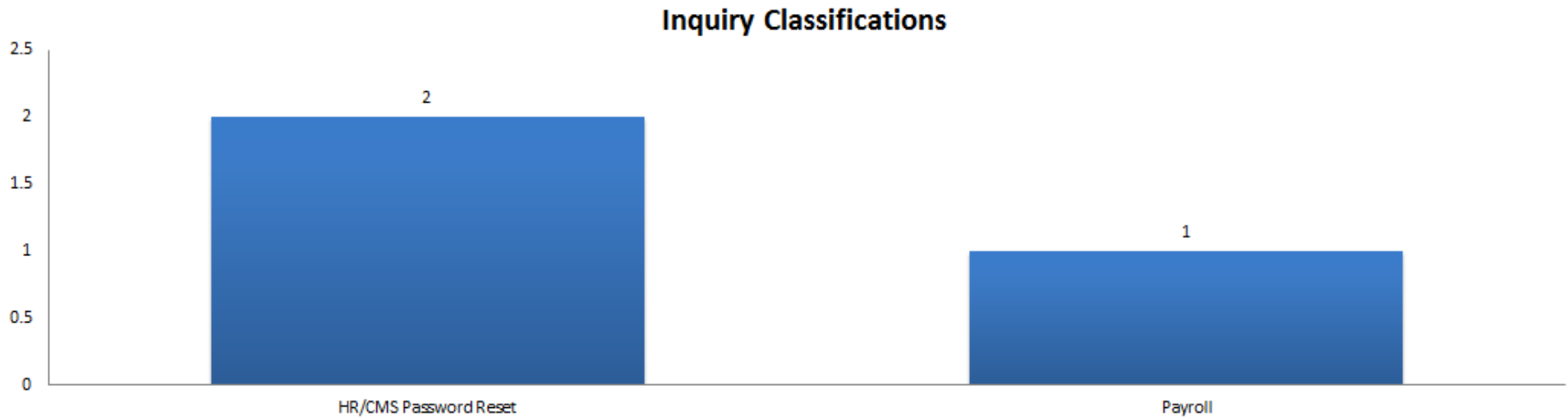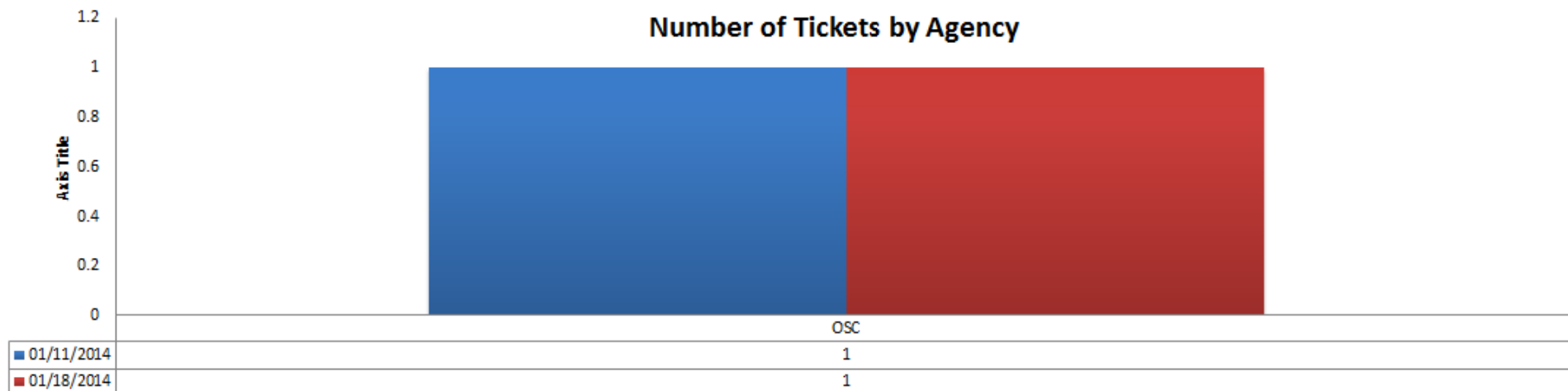

The ESC did not receive any requests the weeks ending 1/11/14, 1/18/14 , 1/25/14
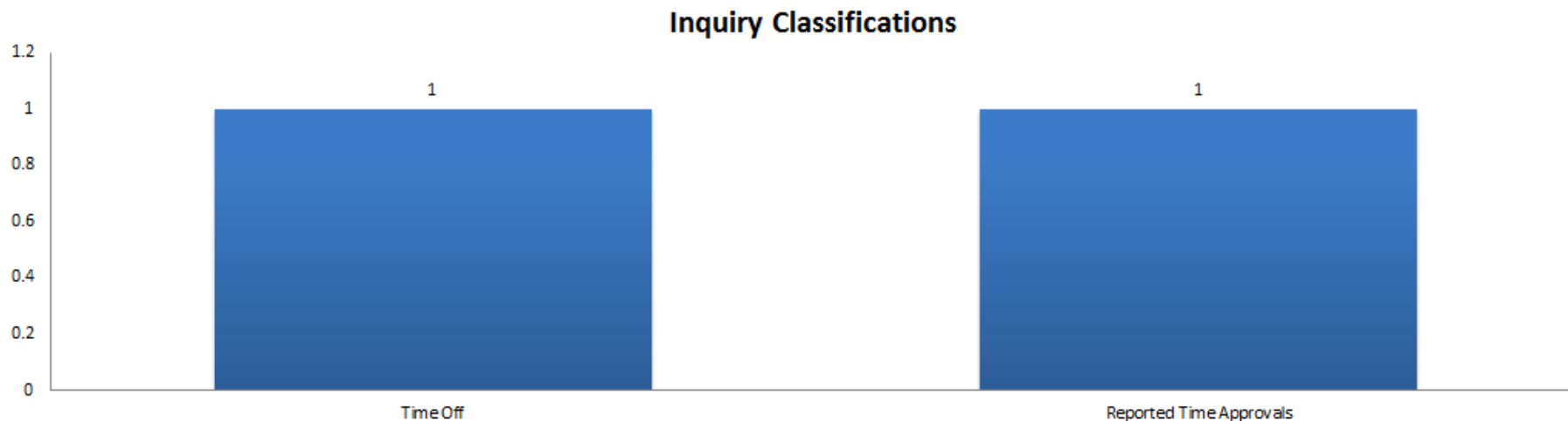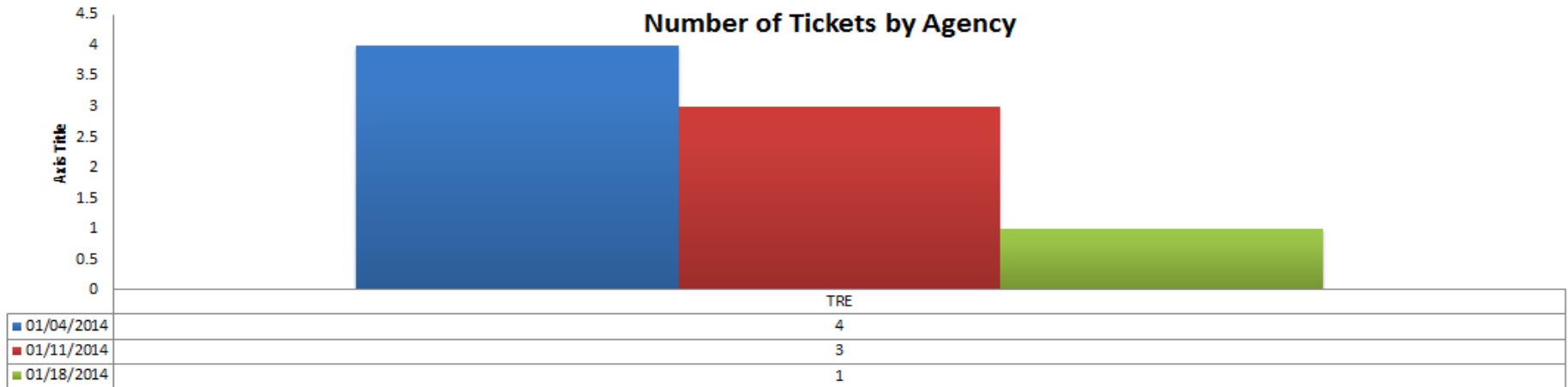
HCF Tickets and Classification

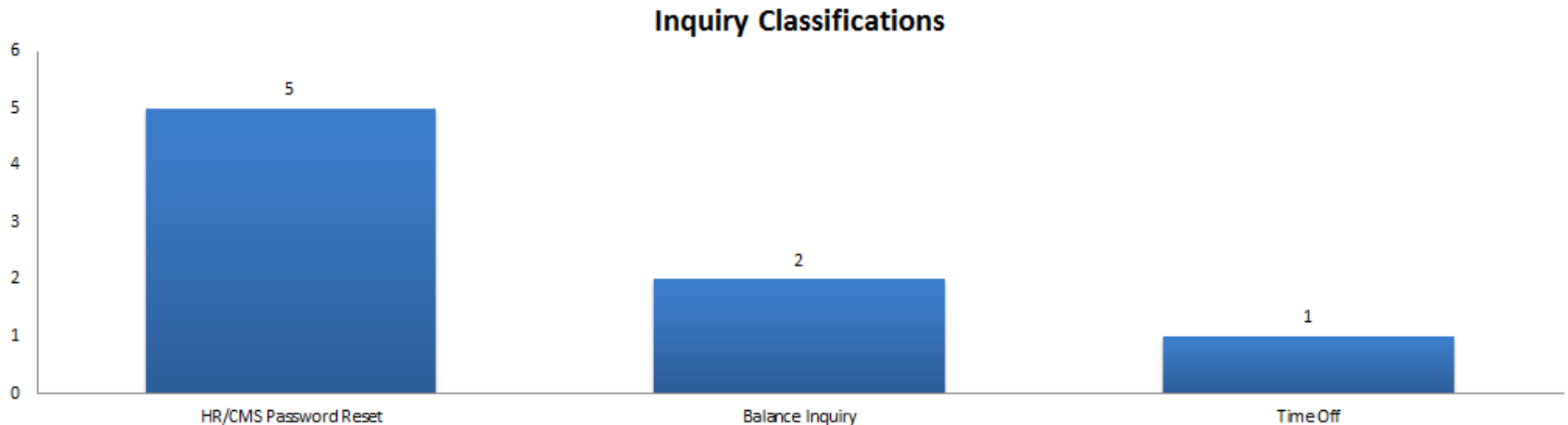**Number of Tickets by Agency**

	HCF
01/04/2014	2
01/18/2014	1

The ESC did not receive any requests the weeks ending 1/11/14 , 1/25/14

Inquiry Classifications

HR/CMS Password Reset: 2
Payroll: 1

OSC Tickets and Classification

Number of Tickets by Agency

	OSC
01/11/2014	1
01/18/2014	1

The ESC did not receive any requests the weeks ending 1/04/14, 1/25/14

Inquiry Classifications

Time Off — 1

Reported Time Approvals — 1

The Commonwealth of Massachusetts

TRE Tickets and Classification

MassHR
Delivering HR Services That Matter

Number of Tickets by Agency

	TRE
01/04/2014	4
01/11/2014	3
01/18/2014	1

The ESC did not receive any requests the weeks ending 1/25/14

Inquiry Classifications

The Commonwealth of Massachusetts

LOT Tickets and Classification

MassHR
Delivering HR Services That Matter

Number of Tickets by Agency

	LOT
■ 01/04/2014	33
■ 01/11/2014	70
■ 01/18/2014	47
■ 01/25/2014	67

1 ticket was forwarded to Agency HR/Payroll during the period of 12/29/13 – 1/25/014

Inquiry Classifications

Time Entry: 188
Time Off: 9
HR/CMS Password Reset: 6
Reg Time: 3

The Commonwealth of Massachusetts

MGC Tickets and Classification

MassHR
Delivering HR Services That Matter

Number of Tickets by Agency

	MGC
■ 01/25/2014	1

The ESC did not receive any requests the weeks ending 1/04/14, 1/11/14, 1/18/14

Inquiry Classifications

(Training & Navigation: 1)

The Commonwealth of Massachusetts